

Draft Implementation Chapter For The Alameda Urban Village Plan

Introduction

This chapter provides the framework for the implementation of The Alameda Urban Village Plan. The private development community will play a key role in the implementation of this Plan as it relies on development investment within the Plan area to achieve the identified improvements and many of the Plan's goals. While some sites in the Plan may generate early developer interest, others could take significantly longer and implementation of the entire Village could take many years. Continued community interest and political will is needed for The Alameda Urban Village to become the engaging, mixed use, walkable, bikeable, and well-designed neighborhood envisioned in the Plan.

With the end of the Redevelopment Agency program in California and San Jose, the City does not have the same level of resources for capital improvements, or the eminent domain authority to proactively assemble private properties for redevelopment. Nevertheless, there are other steps the City can take to implement the Plan, including rezoning property within the Village boundary to facilitate development consistent with the land use and urban design policies of this plan.

Implementation topics covered in this chapter include:

- Consistency with the General Plan
- Land Use Regulation
- Zoning
- Funding Mechanisms for Identified Public Improvements
- Additional Financing and Implementation Strategies
- Implementation Actions

1. Consistency with the General Plan

The Alameda Urban Village Plan is consistent with the Envision San Jose 2040 General Plan, and furthers implementation of the General Plan's Urban Village Major Strategy. The Urban Village Major Strategy was established as the policy framework to focus new job and housing growth to create walkable and bike friendly Urban Villages with good access to transit, services, amenities, and other existing infrastructure and facilities.

The General Plan phases the development of Urban Village areas into three development Horizons. The Alameda Urban Village Plan is a critical corridor between Downtown and Interstate 880, as such the Village was placed in the first Horizon of the Envision San Jose 2040 General Plan to facilitate near term redevelopment. The Horizons are intended to responsibly phase the amount and location of new housing developments in order to achieve a more sustainable balance between jobs and housing. With the emphasis on new employment opportunities in San Jose, these Horizons do not phase employment development, which can move forward in any of the Urban Villages at any time. With City Council approval of this Urban Village Plan, mixed-use residential development can move forward in this Village consistent with the goals and policies of both The Alameda Urban Village Plan and The Envision San Jose

2040 General Plan. In particular, consideration of a residential mixed use development needs to be consistent with the implementation strategy outlined in this chapter.

2. Land Use Regulation

The Alameda Urban Village Plan is a long-term plan for new development within the Plan area and has the same implementation timeframe as the Envision San Jose 2040 General Plan. New development within the boundaries of the Urban Village should conform to the standards included in this Plan, the most important of these standards being land use. The City of San Jose has two land use controls that guide future development: 1) General Plan Land Use Designations, and 2) Zoning Districts found in the Municipal Code. With the adoption of this Urban Village Plan, the land use designations identified on the Land Use Plan of this document are incorporated into the Envision San Jose 2040 Land Use/Transportation Diagram.

The General Plan land use designation identifies locations, types, and intensities of future development. New development is required to conform to the General Plan land use designation, which may require a rezoning of the property; this Urban Village Plan does not change the Zoning Districts to be consistent with the land use designations in the Urban Village Plan and General Plan.

3. Zoning

While the City does not redevelop private properties, the City can and should take proactive steps to encourage development in the corridor. One key step will be to rezone the corridor with a zoning district that is consistent with the design guidelines and land uses policies of this Plan and will further the goals of this Plan. Rezoning the properties in The Alameda Urban Village would clear away a major entitlement hurdle for urban, pedestrian-oriented development. The properties within the Village boundary are designated with multiple different zoning districts, most of which are a commercial designation, including the Commercial General (CG), Commercial Neighborhood (CN), Commercial Pedestrian (CP), and Commercial Office (CO) Zoning Districts. Other zoning districts applied in the Village include the Light Industrial (LI), Multiple Residence (R-M), and Planned Development. A majority of these zoning districts preclude the construction of a more urban, pedestrian-oriented development, as they require large front setbacks. For most properties to develop consistent with the policies of this Plan, a developer/property owner would currently need to rezone to the Main Street or similar urban zoning district before proceeding with other development permits. To be consistent with the Community Benefits Strategy discussed below, a City initiated rezoning of the Urban Village area would not rezone to allow mixed use residential development and only allow commercial development consistent with the Urban Village Plan. Any proposed mixed use residential project would be required to rezone consistent with the Urban Village Plan in order to allow for residential uses.

Public Improvement Implementation Program

This Plan proposes a number of improvements to the Urban Village for which the City has some existing funding and implementation mechanisms. The City's established mechanisms, however, are often not sufficient to implement all of the improvements identified in this Plan. New financing and implementation strategies intended to supplement the existing mechanisms are discussed in the Community Benefits Program Section below. The public projects/improvements identified in the Plan are listed below with a discussion on existing funding and implementation mechanisms.

1. Open Space

The goal of maintaining, enhancing, and expanding open space with new parks and urban plazas within the Plan area is discussed in the Open Space and Public Art chapter of this Plan. Public parks and plazas are overseen by City's Department of Parks, Recreation, and Neighborhood Services (PRNS). PRNS has a number of approaches to the development and financing of new public parks and plazas, all of which contribute to the Department's Capital Improvement Program (CIP) and include:

- The Parkland Dedication (PDO) and Park Impact (PIO) Ordinances
- Construction and Conveyance Taxes (C&C)
- Outside funding sources from grants, gifts, and other agencies like the County
- Cooperative and Joint Use Agreements (most often with schools or other public agencies)
- Bond Funding (when available)

The PRNS Capital Improvement Program (CIP) implements the Parks and Community Facilities component of the City's Adopted Capital Budget, which is approved by Council each June for the following fiscal year. The CIP is comprised of park, trail, and recreation facility projects throughout the City and is planned over a five year forecast; the most recent 2016-2021 Adopted CIP includes approximately \$309 million in projects. Projects within the CIP are financed through a variety of funding mechanisms, described below. Staff is, however, constantly in search of new tools to improve the City's park, trail, and recreational facilities, as well as vital services offered through the Department.

Parkland Dedication and Park Impact Ordinances (PDO/PIO)

As the Urban Village develops, the primary and most direct funding mechanism for new parks and plazas is through the implementation of the Parkland Dedication Ordinance (PDO) and Park Impact Ordinances (PIO). Through the PDO/PIO, PRNS will receive In-lieu fees, land dedication, or turn-key improvements with each new residential development. PDO/PIO land dedication and fees will help fund the development of trails, public parks, and where appropriate, urban plazas, serving the Plan area, but the PDO/PIO is wholly based on the development of new housing. Therefore, it is both a limited and inconsistent funding source. It is also important to note that constitutional law requires this funding source to remain within a 'rational nexus' of where the project originated. In other words, this funding is required to stay within close proximity to a project that pays the park in-lieu fees (pursuant to the General Plan, 0.75 mile or 3 miles, depending on the expected service area).

Even if all of the planned housing units in this Plan are built, a significant funding gap will remain for parks, plazas and trail development. Therefore, additional funding sources will likely be needed in order to finance parks and urban plaza projects in the Urban Village.

Construction and Conveyance Taxes

Supporting the CIP, and park maintenance activities to a very limited extent, the City also allocates a portion of real estate transfer taxes, also known as Construction and Conveyance Taxes (C&C), towards the development and rehabilitation of park and recreational facilities. Similar to the PDO/PIO, C&C taxes are somewhat market driven. While they can sometimes surpass the PDO/PIO in revenue, they are also an inconsistent source of funding when the real estate market slows. While these revenues do not have a nexus requirement, providing more flexibility than the PDO/PIO and C&C taxes that must be allocated throughout San Jose according to a strict formula in the Municipal Code. Because they can be spent

more flexibly, C&C taxes are often used to support parks projects in areas not experiencing significant new residential development and where PDO/PIO funds are extremely limited.

Grants, Gifts, and Partnership Funding

Beyond the application of development impact fees and special taxes, PRNS frequently seeks grants from outside agencies and is occasionally the beneficiary of charitable donations or resources bequeathed to the City by private will. Both of these potential resources enable the City to achieve more within its own limited capacities, but are infrequent, often difficult to anticipate, apply to specific projects, and/or require re-allocation of staff resources away from scheduled projects. In addition, grant funding is most frequently awarded on a reimbursement basis and as such, encumbers City funds to front the grant until reimbursement becomes available.

PRNS is also able to enter into partnerships with developers to create privately-owned publically accessible open spaces (POPOS). This mechanism leverages private funds to create publically accessible spaces and provides for their long term care. An example of a POPO could be an urban plaza that is developed as part of a private development and then maintained by the property owner.

Joint Use, Cooperative, and Partnership Agreements

Throughout the City, PRNS has a number of Joint Use, Cooperative, and Partnership Agreements, which typically allow for public recreational use of non-city property, or in some cases, the provision of recreational services by non-city agencies/organizations on City property. Where opportunities are present within or serving the Urban Village, City staff may work with other agencies to develop mutually beneficial arrangements for the expansion of public parks and recreational facilities.

Bond Funding

San Jose has a strong track record of community investment in parks and recreational facilities through voter approved bond measures. Most recently, voters in 2000 approved Measure P with a \$228 million issuance of general obligation bonds for the improvements of parks and recreation facilities. This bond fund has contributed to major advancements in PRNS facilities, including upgrades to Happy Hollow Zoo, construction or rehabilitation of nine (9) community centers, trail expansion, and improvements to more than 69 neighborhood parks. At adoption of this plan, the Measure P Bond Fund is engaged with completion of its final two funded projects, both City-wide sports field projects. There are currently no plans for additional parks and recreation bond measures, but it is likely that over the duration of the implementation of this Plan, such options may be presented for voter consideration.

2. Circulation and Streetscape Improvements

Many streetscape and circulation improvements are identified in the Circulation and Streetscape chapter of this Plan. The streetscape amenities and improvements presented exceed the standard work done by the City of San Jose's Department of Transportation (DOT), and are not included in the DOT's Capital Improvement Plans (CIPs) that fund street improvements and maintenance.

Street and public infrastructure projects will need to be financed and implemented through a combination of public and private funding mechanisms. Through the entitlement process for new construction, a developer/property owner will be required to plant street trees where they do not exist in front of their development, as well as dedicate right-of-way where needed for the widening of the sidewalk. In some instances, private developers/property owners could propose funding identified improvements because these improvements would add substantial appeal to their projects. For

example, such improvements could include special pedestrian scale streetlights, sidewalk furniture, corner curb bulb-outs, enhanced landscaping, public art, etc. Street improvements could also include green infrastructure. Green infrastructure incorporates stormwater management techniques into the built environment through enhanced landscaping and pervious surfaces rather than channeling water directly to the sewer system.

Regional, state and federal funds are other potential funding source for the implementation of streetscape and circulation improvements. These sources do not, however, typically fund all on-going maintenance costs. To fund maintenance costs, as well as the capital improvement costs, a Special Financing District could be formed for The Alameda Urban Village. Special Districts are further discussed below.

3. Public Art

The integration of public art within this Urban Village is a goal of the Plan. Public art can play a key role in reinforcing the visual identity of the area and add significant value to both public infrastructure and private development.

The City's public art program allocates one percent of all eligible City of San Jose capital project costs towards the design, fabrication and installation of public artwork to enhance the design and add to the character of the community served by its capital improvements. Public art funds within the City are managed by the Public Art Program/Office of Cultural Affairs, and specific projects are implemented in collaboration with stakeholders and capital project managers. Public art projects that are developed by outside agencies could also contribute to public art; however, a public arts contribution would have to be negotiated on a case-by-case basis. For example, VTA funded the public art enhancement program as part of the Bus Rapid Transit project along East Santa Clara and Alum Rock Avenue corridor.

A Special Financing District, such as a Business Improvement District, which has been established in Downtown San Jose and Willow Glen neighborhoods, could be resources for the creation and maintenance of public art. Forming a Special Financing District for this Urban Village is an option that will be further discussed in this chapter below.

While there is not currently a private development funding requirement for public art, the inclusion of public art and public art maintenance into private development projects is highly encouraged and is a demonstrated benefit for commercial developers. For this Urban Village to meet its public art goals, additional funding sources or strategies need to be identified. As discussed further in this Chapter below, this Plan recommends that the City explore expanding the Percent for Art program to private development by establishing a public art fee in The Alameda Urban Village as well as other Urban Villages. Similar funding strategies exist nationwide, producing impactful projects for the developments and communities.

4. Affordable Housing

Providing more affordable housing is one of the greatest challenges facing San Jose and providing affordable housing within the Urban Villages is a major goal of the Envision San Jose 2040 General Plan. In addition, The Alameda Urban Village Plan also contains a policy to integrate affordable housing within new residential development within the Village. While sources of funding now exist for creating more affordable housing, additional measures are needed to incent its production.

There are both financing and programmatic tools available to increase the amount of affordable housing in San Jose. The financing tools include Tax Exempt Bond Financing, where developers of mixed-income or 100% affordable rental properties can work with the City to issue tax-exempt bonds, the proceeds of which are administered as loans by conventional lenders. Developers that build 100% income-restricted housing can assemble a variety of funding sources to finance their project, including federal and state low-income housing tax credits, tax-exempt bond financing, federal project-based rental vouchers, and low-cost “soft” financing subsidies from the City, County, State, and the Federal Home Loan Bank. The availability of some tax credits and most subsidy sources is typically very limited and not predictably available in all locations or at a large scale.

The two programmatic tools to support the development of affordable housing are the City’s Inclusionary Housing Ordinance and Affordable Housing Impact Fee. On January 12, 2010, the City Council approved an Inclusionary Housing Ordinance which requires that new for-sale residential developments of 20 or more units include housing affordable and price-restricted for moderate-income purchasers. Developers may satisfy their Inclusionary Housing requirement by providing 15% affordable units on-site within their projects, or through a variety of developer options including off-site construction of 20% affordable units, payment of the in-lieu fee, dedication of qualifying land in lieu of construction, purchasing surplus inclusionary housing credits from another developer, the acquisition and rehabilitation of existing units, providing deed-restricted units that are available to lower-income households through agreement between the developer and the U.S. Department of Housing and Urban Development, or any combination of these methods that will achieve the requisite amount of affordable housing.

With regard to market-rate rental housing, the City Council adopted the Affordable Housing Impact Fee (AHIF) Program on November 18, 2014, and which took effect on July 1, 2016. AHIF requires new market-rate rental housing developments with three or more apartments to pay a one-time Affordable Housing Impact Fee of \$17 per finished livable square foot. The City will use collected fees to subsidize the development of restricted affordable housing in San José for units serving prescribed income levels.

Additional Implementation Strategies

Given that the existing funding mechanisms by themselves will not be adequate to implement many of the identified improvements and amenities in this Plan, additional funding mechanisms are needed. While future tools could include those authorized by the State using local tax increment financing for community development purposes, this Plan focuses on two tools now appropriate and available for use. This Plan supports establishment of a Special Financing District by property and/or business owners to pay for the installation and maintenance of streetscape improvements. This Plan also establishes a Community Benefits Program as a strategy to fund a wide variety of improvements and identified needs in The Alameda Urban Village. Both of these funding strategies are discussed in this section below.

1. Special Financing Districts

As many of the streetscape and circulation improvements identified in this Plan are outside the Department of Transportation’s (DOT) core services, and are typically not included in DOT’s Capital Improvement Plans (CIPs), an additional funding mechanism will need to be established. The establishment of a Special Financing District could help finance the construction and/or maintenance of public infrastructure improvements within The Alameda Urban Village. A Special District Financing

Strategy could take many forms, including a Property & Business Improvement District (PBID), a Community Business Improvement District (CBID), or a Business Improvement District (BID).

PBID's, CBID's, and BID's are Special Financing Districts established by local businesses and/or property owners as a "special benefit assessment" to fund maintenance and capital enhancements in a defined area ("District"). Special Financing District funds can not only be used for these purposes, but also for marketing, small business assistance, maintenance, supplemental security services, public art and special events. The assessments must be based on the benefit received and only special benefits can be assessed that are above and beyond the services already provided by the City. The funds are collected annually through the tax collector and distributed to an operating entity, typically a nonprofit organization or public/private enterprise established for this special purpose. The funds can be used on a "pay-as-you-go" basis, or can be used as the basis for a larger bond to be used over time.

Special Financing District assessments may be placed upon businesses or on property owners or both depending on the type of district. In either case, the formation of the District must be approved by a simple majority of affected parties. Establishing a Special District is a two-step process. The first step is an affirmative petition to the City of over 50 percent of affected property and/or business owners in the District, with the votes weighted according to what each property and/or business owner would pay. The City would then prepare a ballot initiative to enact the special district, which will pass if more than 50 percent of returned ballots indicate support, again weighted by each assessment.

The City of San José supports the formation of Special Districts when the work within the District will contribute to the City's economic, social, environmental or aesthetic enhancement. The City's special districts staff in the Department of Public Works facilitates the formation and ongoing administration of these districts. The cost to form these Special Districts must be covered by the applicant and is typically around \$30,000.

2. Community Benefits Program

This Plan establishes a Community Benefits Program as an additional public improvement mechanism. The Community Benefits Program provides a way for San Jose to derive greater benefit from new development by requiring contributions in excess of what is already required as a baseline for developments in the City to be provided in exchange for granting planning entitlements that increase the value of the property.

In The Alameda Urban Village, significant commercial development is planned to occur prior to the development of residential mixed use projects; however, mixed use residential development could be considered prior to the development of 75% of the planned commercial capacity (362,250 square feet) if such a development provides specified and exceptional community benefits that further the vision and goals of this Plan. In addition to providing the community benefits listed below, mixed-use residential development would also have to conform to the Plan's land use and urban design policies, and include at least the minimum of commercial space prescribed in the Plan. Additionally, the project would have to exhibit high quality architectural and site design features that create an attractive pedestrian-scale street presence which enhances the character of The Alameda area and encourages further private investment and economic activity.

To be consistent with the goals and policies of this Plan, development proposals that include residential uses will require a rezoning. The process for negotiating community benefits will occur as part of the

property rezoning process. Community benefits provided by a development would be negotiated and secured through the rezoning, and a Development Permit or a Development Agreement. The development permit and/or development agreement shall be considered by the City Council concurrently with a rezoning. The following are the identified community benefits that will be sought as a part of the entitlement process for residential mixed use development:

- Affordable Housing

Affordable Housing is one of the community benefits to be secured through this community benefits program. The City's goal, as supported by the General Plan and the Housing Element, is to integrate well-managed restricted affordable housing in neighborhoods throughout the City, particularly in Urban Villages with their walking access to transit, and community, and commercial amenities. This Plan therefore strongly encourages residential mixed-use developments to include deed restricted housing units on-site as one of their primary community benefits. The amount and type of affordable housing units provided would depend on the particulars of a given development proposal and site, to be negotiated as part of the entitlement process.

To be considered a community benefit, developments would need to integrate more deed restricted affordable housing units than the current baseline below, or above what would be required by future amendments to City policies, programs and ordinances, whichever is greater. The current baseline, for which developers would need to materially exceed to meet this community benefit, are as follows:

- For-sale residential projects would need to create more affordable units and/or a deeper level of affordability, compared to the baseline standard of 15% of homes affordable to moderate-income households with maximum incomes at 120% AMI.
- Rental residential projects would need to provide more affordable units and/or a deeper level of affordability, compared to the baseline standard of 9% of apartments affordable to moderate-income households with maximum incomes at 80% AMI and 6% of apartments affordable to very-low income households at or below 50% AMI. Note that certain deed restricted affordable rental units earn reduced housing impact fees, as outlined in the City's Affordable Housing Impact Fee program.

Individual developments that offer 100% restricted affordable housing are considered a community benefit in and of themselves; therefore, development of this housing is encouraged wherever possible in locations close to transit, commercial and retail services, and other community amenities. Projects that are 100% affordable would not need to provide additional community benefits, but would still need to be consistent with the goals and policies of this Plan, and would need to provide at least the minimum amount of employment/commercial space identified for a given area by the Plan.

Further, as development in Urban Villages will often focus on sites with existing uses and occupants, developers should seek to minimize or mitigate permanent displacement of residential occupants, particularly those with lower- and moderate-incomes. When permanent displacement is part of a project's plan, the baseline requirement is for developers to provide relocation assistance including moving costs, security deposits, and a minimum of three months'

housing costs at then-current market rents for locations and amenities comparable to their existing homes. Additionally, if residents are elderly or disabled, the baseline package adds nine more months of rent payment for a total of 12 months plus moving and security costs. Other commensurate anti-displacement strategies could be negotiated. Developers materially exceeding these baseline requirements—or those required by City policies, programs and ordinances at the time of application submission, whichever is higher—would be eligible to negotiate a City Development Agreement.

- Urban Plazas

Urban Plazas are also public spaces desired in the Plan for which there is limited funding. Through the Community Benefits Program, new development could pay additional fees to the City, provide or finance maintenance on City facilities, or improve and/or dedicate land for public plazas. Developers/property owners could also incorporate plazas into their development projects that are publicly accessible, but privately maintained. These spaces are often called Privately Owned Public Open Space (POPOS).

- Streetscape Amenities

Contributions for identified streetscape amenities that go above and beyond typical development requirements could be considered community benefits. These include street furniture, pedestrian scale lighting, drinking fountains, historic placards, integrated public art, street banners, and attractive trash and recycling receptacles. Streetscape amenities can also include additional landscaping within the park strip, center median, and at corners that will further beautify the corridor. The preference is that development projects construct these amenities, but monetary contributions could be considered if construction is not feasible or appropriate. Landscaping Improvements should only be provided if there is a development agreement that these improvements are to be maintained by the property owner or there is an established Special Financing District to provide on-going maintenance.

- Circulation Improvements

This Plan calls for circulation improvements such as enhanced sidewalks and crosswalks including the incorporation of green infrastructure in sidewalks and urban plazas. Improving pedestrian facilities like these can go towards meeting the Community Benefits Program requirements. In addition to pedestrian circulation, the provision of private parking open to the public that would go above and beyond typical development requirements can also be considered a community benefit.

- Public Art

To encourage the integration of Public Art within The Alameda Urban Village, development could incorporate public art within the given project, or contribute money to fund public art elsewhere within Urban Village area through the Office of Cultural Affairs (OCA) art program. Developers that include public art within their project should engage the community on the design and content of the artwork. Another option is to include a public artist on the project development design team for a more integrated approach to aesthetic enhancements. The OCA can provide developers with assistance on the design and selection process. For art pieces on public property, the OCA would manage the Public Art process and engage the community in the selection of artists. Another art-related community benefit could also be to pay for the development of a Public Art Master Plan for The Alameda Urban Village area.

- Historic District/Area

This Plan supports the preservation of the historic character that exists along The Alameda. As such, this Plan supports the establishment of an Historic District or a Conservation Area. An “Historic District” is defined in the City of San Jose’s Municipal Code as a geographically definable area of urban or rural character, possessing a significant concentration or continuity of site, building, structures or objects unified by past events or aesthetically by plan or physical development. A “Conservation Area” is a geographically definable area of urban or rural character with identifiable attributes embodied by: (1) architecture, urban design, development patterns, setting, or geography; and (2) history.

A community benefit could be to pay for an historic report, including a survey of the properties within The Alameda Urban Village that would determine the areas eligibility for being designated as an Historic District or Conservation Area. It should also include environmental documentation (CEQA) required for the designation of such a district. The actual designation of an Historic District or Conservation Area is required to follow Section 13.48.120 - Procedure for designation of historic districts in the San Jose Municipal Code. Pursuant to this code section, a defined area can be nominated as a city historic district by the City Council, the Historic Landmarks Commission, the Planning Commission or by application of persons who own sixty percent of the land proposed to be included in the district or the authorized agents of such owners.

Other historic community benefits could also include:

- Development and implementation of technology such as an “app” on historic information about the area that provides a self-guided walking tour of historic structures.
- Installation of historic plaques on historic buildings that do not have one.
- Contribute to the enhancement of the historic subway under The Alameda at Hester Avenue.

- Wayfinding and Community Identification Signage

This Plan calls for the development of a wayfinding and community identification signage program. As a community benefit, developers/property owners could work with the community and business owners to facilitate the creation and implementation of a comprehensive wayfinding and community identification sign system for The Alameda Urban Village that can become the standard for future implementation.

Another community benefit could be to work with the community and business owners to design and install a gateway sign that would announce one’s arrival to this Urban Village from Downtown San Jose.

- Commercial Development

Should a residential mixed use project construct commercial space at 50% or more above the minimum set for that development in this Plan, it can be considered as a community benefit that goes towards meeting the Program’s requirements. As with all Urban Villages throughout San Jose, entirely commercial development that is in keeping with the applicable Zoning Code and

General Plan Land Use Designation can go forward at any time and is exempt from providing the additional community benefits described in this section.

- Special Financing District

If it is demonstrated that a majority of the property and/or business owners along the corridor or within a portion of the corridor are interested in establishing a Special Financing District, a developer could cover the City costs and other outside costs associated with establishing this District. If and when a property-based District is established, one of the community benefits that would be requested would be for the property owner to join such District.

Implementation Actions

Implementation Action 1: Propose a Director initiated rezoning of properties within The Alameda Urban Village that will codify the design goals and policies of this Plan and will implement its Urban Design goals.

Implementation Action 2: Actively market The Alameda Urban Village to potential developers who build urban walkable commercial and mixed-use development.

Implementation Action 4: Develop a Development Agreement template for The Alameda Urban Village that would provide the development community with more clarity on the development agreement process and the level of contributions that would be sought by the City through the negotiation process.

Implementation Action 5: Actively seek external funding to finance and implement advancement of this Plan.